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NEW HEADQUARTERS BUILDING CONSTRUCTION

By the time this item appears in the Support Bulletin we will be awaiting bids on what is generally recognized as the first significant step in the erection of a large building. That is the job of digging a "hole in the ground." Bids will be submitted on September 9 for the excavation of the actual building site and for pouring the concrete foundations on which the building will rest. Actual work is expected to start October 1.

Up to the present time construction work has been performed on the site as a whole, rather than on the building. Last October work started on clearing and grubbing. This meant the actual removal of trees and brush from about half of the 137 acre tract of land and the cleaning or removal of dead trees and brush from the rest of the site. This work was completed in March 1958 and by that time a contract had been let for grading the site to bring it to the proper elevations as determined by our site planners, and for the installation of drainage structures designed to carry off surface water from rainfall and from several springs in the area. Under this contract the roads on the site and the parking areas are being graded and some of them will be given a gravel surface treatment so that they may be used by the building contractor to bring in his supplies and equipment.

The weather has been unfavorable most of the time since work started last October. Summer and early Fall of last year were marked by long dry spells ideal for construction work but almost as soon as

clearing and grubbing started we had heavy rains. Last winter the snow storms were probably the worst we had had in this area for years and so far this Spring and Summer rainfall is well above normal. In spite of this we are maintaining our schedule. The grading and drainage contractor is expected to finish by the end of September as his contract provides.

Beginning with the pouring of the concrete foundations, probably around the first of November, the site will be under strict security control. A contract has been let for the installation of a security fence around the cleared area and erection of this fence will begin shortly after the middle of August.

The Excavation and Foundation Contract will require approximately 6 months and before that work is completed we expect to have a contract for the construction of the building itself. Probably 6 to 9 months time has been saved by making separate contracts for the clearing and grubbing, grading and drainage, and excavation and foundations. All of this will have been accomplished while our architects have been preparing the complex detailed plans required for the main building.

While the work described above has been under way on our site, equally important work has been started off the site. Considerable progress has been made on highway work. The new four-lane highway leading to the

North entrance to our site is completely graded. Piers for the several bridges on this highway are completed. The entire project is scheduled to be paved and ready for use by the end of 1959, well in advance of our 1961 moving date. Within the last month work has been started on widening the half mile of existing highway leading to our South entrance.

County officials are proceeding with their plans for installing water and sewer lines and for building pumping stations necessary for these facilities. Plans for the electric power station that will supply our building are also well along.

1 August 1958

(4)

Personnel Officers' Conference

Personnel officers from the offices, staffs, and divisions of the Organization met for a two-day conference on 9 and 10 June. The conference convened at a site several miles from the Headquarters area in order to permit the conference body to devote its full attention to the topics on the agenda. Participants remained at the site overnight.

The agenda was divided into three major parts, each considered in terms of its direct relationship to the Organization: personnel management, personnel practices, and personnel problems.

The conference body, after meeting together for the first portion of the agenda, separated into smaller discussion groups. Guest speakers presented specific items under the three major portions of the program and led discussion periods by the groups after the presentations.

Topics explored by the groups were the structure of personnel administration in the Organization, career planning and development, the Career Council, competitive promotions, the fitness report, training, manpower utilization, and communications.

In addition to the above, the position of the Organization in the Federal structure was explained and discussed.

Approximately 75 persons attended the conference, all of whom have an immediate responsibility in the personnel management program of the organization.

Future conferences will be held at least annually.

(Support Bulletin Article)
(July 1958)

SUGGESTION AWARDS PROGRAM

Since the last Bulletin went to press, the largest award made by the Organization was for \$3,000.00. This award went to two suggesters who have been with the Organization five and six years respectively. They collaborated in a suggestion which has proven to be of significant value to our activities. The amount of this award is the second largest in the history of the agency. The largest award, you will remember, was for \$8,500.00 and was described in our November-December 1957 Support Bulletin.

These suggesters were honored at a very impressive presentation ceremony on 24 July, at which the senior officials of the organization joined the Deputy Director in paying tribute to them. The award winners were presented with Certificates of Appreciation, their checks, and commendation letters — copies of which have been placed in their individual personnel folders.

The Deputy Director remarked that he, the Director, and the key representatives present were extremely interested in the Suggestion Awards Program in that it stimulates and encourages ideas, which are the very core of our business.

The Chairman, Suggestion Awards Committee took advantage of the occasion to comment on the fact that Legislation creating the Federal Incentive Awards Program contemplated including recognition and awards for significant suggestions which are in line-of-duty. The only qualification is that such suggestions must be so superior or meritorious as to warrant special recognition.

The Chairman also stated that our larger awards for the last twelve months total nearly \$15,000.00 and that a successful Suggestion Awards Program means that our people are thinking about work improvement and that we cannot ever have too much of this.

* * * * *

In addition to the \$3,000.00 suggestion award, sixteen suggesters received cash awards along with Letters of Appreciation from the Chairman, Suggestion Awards Committee — copies of which were placed in their Official Personnel Folders. Five of these awards were made for outstanding achievements.

All these suggestions and awards are reviewed here in the Support Bulletin with the hope that the suggestion or an adaptation of the suggestion may be useable in the reader's office. If this proves true, please inform the Executive Secretary of the Suggestion Awards Committee because the additional use may entitle the original suggester to an additional award.

A most significant suggestion was the proposal that a brief of references be typed under the text of a cable to further identify cables ^{when the} whose text is not self-explanatory. For this suggestion, the Committee voted an award of \$450.00 to be accompanied by a Certificate of Appreciation from the Director.

Another suggester devised a means of using plastic tapes for certain types of communications traffic which saved considerable man hours. He received an award of \$160.00. The head of the suggester's ^{Director}

Office also wrote a memorandum commending this suggester on his overall good work, proclaiming this suggestion to be a typical example of the interest and initiative the suggester shows in the Organization.

One employee observed that chart paper was needlessly being used with the Brush Recorder in his office. He suggested that the use of less expensive adding machine paper be adopted. The suggester earned a \$70.00 award.

Two \$50.00 awards were made to two suggesters for revisions in forms. One suggester proposed a change in the present design of Form 240a, Courier's Classified Mail Receipt, to include perforation on both parts of the receipt and carbon interleave of the two part set. The other suggested a change in Form 610a, Routing & Records Sheets, to include: "On filing documents in permanent case file, destroy back pink sheet, locator cards, and abstract slips".

Two \$25.00 awards were made to two employees for their individual suggestions. One employee suggested a new unclassified numbering system by which personality photos in a division's reports could be ordered. The other suggester proposed the much talked about shuttle bus schedule on wallet-size cards.

A suggester received an award of \$15.00 for his suggestion proposing a new construction plan for the streets at one area as a safety measure against traffic hazards.

Eight employees received awards of \$10.00 each for suggestions proposing: (1) a system for the numbering of Non-Accountable Material

Manifests; (2) the construction and use of a removable bulletin board to educate typists of his section in the proper method of typing new items; (3) the use of a piece of clear plastic and a grease pencil in lieu of ditto paper for recording daily data; (4) shuttle bus service extended to include a stop for employees attending certain classes; (5) Form 108, Security Check Sheet, revised to cover a one year period rather than the present two month period — the change was made to cover a four month period; (6) the work "PRIORITY" indicated on the pouch manifest; (7) the Routing and Record Sheet start the "TO" column on line two so that the information would not be covered up by the abstract file slip; (8) a method of converting the 082 sorter to an 083 sorter for use in one division.

Letters of Appreciation went to each of ^{three} ~~four~~ suggesters for:

- (1) compiling a supplement to the "Index of Bureau of Ships Publications" for use in ^a ~~her~~ branch of the library;
- (2) proposing that steno-typists be instructed in most frequently used intelligence word usage;
- (3) proposing that the training people conduct a course to improve writing to meet deadlines; and
- (4) proposing ~~a~~ method of producing a microdot, using a Minox camera.

Please remember to advise the Executive Secretary, Suggestion Awards Committee if any of the above suggestions are useable in your office.

HOW TO MAKE A GOOD SPEECH WITH MINIMUM EFFORT

Here are a few shortcuts and simple techniques used by the experts. These guides will make your next speech easier for you, and easier on your audience as well.

You probably do not have the time or desire to become a "professional" public speaker. But you would probably like to do a "better-than-average" job on those few occasions when you are standing on the speaker's platform. There are some shortcuts and a few tricks that can help you do it--with minimum effort.

This "minimum effort" requires a new approach to listening to other speakers--especially those you know in advance to be good.

But first, think back to the last speech you heard, good or bad. Multiply, roughly, the number of people in the audience by the number of minutes used by and for the speaker. Then estimate the average hourly salary of those present and compute the cost of his words. If you believe time is money, this mental arithmetic should reveal your responsibility to exert at least a minimum effort the next time you are called upon to speak.

While listening to a good speaker, listen as a critic. Note his acknowledgment of the introduction. Does he have an easy manner which enables him to accept praise or flattery graciously? This is his first impression upon his listeners. Does he address the chair, recognize dignitaries at the speaker's table, and, of course, the audience? Rightly or wrongly, listeners interpret this practice as the mark of a professional. So that's Minimum Effort #1.

His first sentence is his attempt to "hook" the interest of the audience. Be it a question, a dramatic shocker, or a quotation, is it a sharp enough

hook to assure interest beyond the one minute that normal curiosity and courtesy prevail? If he's a professional, it's one of the two sentences in his speech he has memorized (Minimum Effort #2).

Before this good speaker is far along, you'll know where he's going. If the presentation is nontechnical, he will never read his remarks. Leaning on a crutch creates a limping performance more often than it cures one. He probably will refer to no more than a three by five card with a bare outline typed in caps. But if he uses statistics he will refer to his notes even if he knows them; it lends believability.

If he's presenting a technical paper, you'll recognize his exercising of the adage, "First you tell'em you're gonna tell'em; then you tell'em; then you tell'em you told'em." In this case, he'll probably be referring to a manuscript that is triple-spaced and in all capital letters so he can read easily and still maintain occasional eye contact with individuals at the speaker's table, in the third row, and in the rear of the room (Minimum Effort #3). Several of his key sentences will be underlined so he will be reminded to remember proper voice inflection.

Also early in an expert's speech, you will recognize organization of facts. Listeners assume that an orderly presentation reflects an orderly mind. The amateur can best achieve such orderliness by presenting his major points in a "one, two, three" or "A, B, C" fashion (Minimum Effort #4).

This stimulates natural gestures with the fingers and hands. Thus, one of the professional's strong points--his meaningful gestures--can be emulated with no effort.

A similar trick is the "planting" of phrases or sentences that encourage automatic voice inflection (Minimum Effort #5). No one enjoys listening to

a monotone. Peaks and valleys of the voice keep listeners awake and increase the odds they'll be interested in what your're saying.

Never offer an apology for your efforts, no matter how humble you may feel they are. If you don't apologize, your listeners may not notice your weaknesses. Or, as one wag put it, "Never apologize; your friends don't need it and your enemies won't believe you anyway."

It becomes increasingly apparent that some preparation for a speech is essential, even for the amateur. Advance assistance by the program chairman should include information about the known circumstances which can help the "once-in-a-while" look like a pro. Will a microphone be used? Is it desirable to have copies of your speech available for ^{distribution} ~~the press~~? How much time are you expected to use? (Adhere to your schedule and you have at least the gratitude of the chairman and the audience. Violate it by talking too long and you risk losing all.)

There are a few basic rules about speaking which should appear quite logical to the once-in-a-while speaker, although some are violated surprisingly often. One is to build work-pictures by using plenty of "for examples" (Minimum Effort #6). A bit of casual reading of collections of anecdotes, similes, quotations, etc. will provide a mental stockpile of flexible tools. And don't worry about everyone in your audience having "heard it before". It's amazing to professionals how many times they can tell the same story to new audiences and still get laughs from all but a few who hear too many speeches. A few basic stories in one's tool kit can be adapted to fit the audiences--be they salesmen, school teachers, or statesmen.

This brings up a point at which many amateurs are flustered. Too many try to be funny with a joke that is told only for the sake of a laugh. Humorous stories can fall flat, and many an amateur has been stunned beyond composure by the silence that sometimes tells him it wasn't really so funny. Stories should be used only to illustrate a point (Minimum Effort #7). Then if a laugh doesn't follow, no harm is done, and chances are there is silent internal appreciation of the clever way the point was driven home. Obviously, the "I-get-a-laugh-every-time" speaker will appropriately ignore this advice.

"Butterflies" in the stomach are not restricted to once-in-a-whilers. The pro's have them, too. Don't expect to lose them. Actors, fighters, and public speakers simply learn to control them or live with them.

As with every effort, there must be a goal. The once-in-a-whiler must adopt one rule of the pro if he is to be certain of having a conclusion with ^{S/NAP} snap. That rule is: memorize your conclusion (Minimum Effort #8). That ensures a clean finish--no rambling and stuttering as you search for any weak finish, such as "Thank you," which will let you sit down.

You may be giving an inspirational pitch in times of adversity. An appropriate conclusion might be a quotation, "The world cares little about the storms we'll encounter. But will we bring in the ship?" Then sit down. This lends itself to meaningful applause. You can make it easier for the audience to applaud. If you would be a bett^{er}-than-average-once-in-a-whiler, review quickly the eight Minimum Effort aids.

If you want your ship to come in, you first must launch it.

THE SPEAKER'S RULES OF TONGUE

1. Never apologize. Let them find you out.
2. Be a ham, yes, but have meat in your speech, too.
3. Plant phrases that necessitate gestures and plant phrases that stimulate voice modulation.
4. Look at individuals in the audience and speak up--unless you're embarrassed by your lack of preparation and its inevitable consequences.
5. Use plenty of illustrations and periods. Your listeners aren't much smarter than you.
6. Don't thank an audience--unless they suffered politely.
7. Leave'em laughing or leave'em fighting mad--but leave'em promptly and cleanly. When you've said your say, stop.

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FUND DRIVE

We have received final reports on the success of Federal agencies in the spring fund drives for the National Health Agencies and for the Joint Crusade which included CARE and Crusade for Freedom.

You contributed \$22,407.99 to the National Health Agencies, making the average gift for those who gave \$3.66. This compares favorably with a general Government Unit average of \$2.71 and exceeded the average for all but one of the major departments.

Your donations of \$9,619.30 to the Joint Crusade represents an average gift of \$2.02 for those who gave. This compares favorably with a Government Unit average of \$1.31 and was topped by only one major department.

We will soon begin the 1958 United Givers Fund campaign and fully expect that we will maintain our high standard of generosity to such worthy causes.

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SENIOR OFFICER SCHOOLS

Nineteen candidates to attend the 1959-1960 sessions of the Defense Colleges, the Advanced Management Course at Harvard University and the new Senior Officers Course of the Foreign Service Institute will be selected early this fall. Alternates will also be selected in case circumstances prevent the principals from attending or in the event that additional spaces in these schools become available.

Much interest is shown each year in the nomination and the selection of candidates to represent the Organization in these schools, since they are in fact the personal representatives of the Director to these institutions. The Career Council considers the candidates submitted by the Deputy Directors and makes its recommendations to the Director who approves all persons to participate in the Senior Officer Schools. The system of selecting candidates for all schools at the same time puts selection on a competitive basis. Candidates are chosen early in the fall for sessions scheduled the following year in order to allow more lead time for individuals who will attend to make their plans and for supervisors to obtain replacements.

In selecting an Organization representative to attend a senior staff training school particular attention is given to the individual's qualifications, his current and possible future assignments and also to his ability to contribute to the respective program. Participation in this high level training broadens the individual's perspective, develops his potential and helps to make him an executive of greater value to the Organization.

Since 1948 eighty senior individuals in the Organization have attended sessions of the Defense Colleges and the Harvard Management Course. It is hoped that arrangements can be made in the future for more representatives to have the benefit of participating in the training offered at the Senior Officer Schools.

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THE NEW FITNESS REPORT

The new Fitness Reporting system for the Organization will become effective as of 1 January 1959. The new form will be available in the field and headquarters prior to that time.

The Fitness Report is contained in one page with an attached Instruction Sheet, which eliminates the need for a handbook. The new procedure for submitting annual reports provides for a schedule of due dates which is based on grade levels, replacing the old cycle based on EOD dates. This system results in all individuals in the same grade level being evaluated at the same time.

The form and procedures, which were developed by a task force working under instructions from the Career Council and which had its approval, were sent to sixty selected supervisors in the Organization for review and comment. This test run was very successful and many valuable suggestions were made and have been incorporated in the new form.

Every effort has been made to develop an effective fitness reporting mechanism and it is hoped that this new system will help in producing good personnel evaluation information, which is essential to management in our Organization.

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CERTIFICATE OF MERIT WITH DISTINCTION

The Director has recently approved the establishment of an additional Organization award - the Certificate of Merit with Distinction, which is accompanied by an honorarium which may vary between \$200 and \$5,000. This certificate may be awarded to any person officially affiliated with the Organization for meritorious service or outstanding performance which may include acceptance of hazard or unusual conditions over and beyond the normal requirements of the assigned duties. The honorarium, the amount of which will be determined by the Honor and Merit Awards Board, will be given to all individuals to whom this award is made unless the recipient is prohibited by law from receiving additional compensation.

The Career Council felt there is a need in the Organization for an additional certificate with a flexible monetary emolument in order to permit recognition of outstanding performance or service which is clearly above the scope of the existing Certificate of Merit with the fixed honorarium of \$100. By the use of these two certificates for recognition of performance at different levels, a merit as well as an honor awards program is established in the Organization. It is believed this will stimulate wider use of the existing Certificate of Merit for superior performance of duty at the junior level.

The Honor Awards Board, now renamed the Honor and Merit Awards Board, will establish the criteria for granting the new certificate and will recommend to the Director the amount of the honorarium to be given in each case. The Board reviews all recommendations for all honor and merit awards and makes recommendations to the Director who approves each individual award.

Regulation No. which outlines the policies and procedures for the administration of the Honor Awards Program in the Organization, will be revised to include information concerning the new Certificate of Merit with

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Support Services Career Development

The Deputy Director (Support) has announced that the Administration Career Service and the other Career Services among the Support components have reached the stage in individual Career Service identification, training, experience, and evaluation where it is desirable and practicable to proceed in a more formal manner to:

- a. Identify and assign to senior Support positions abroad the best qualified Support personnel, in consideration of the requirements of specific positions, regardless of Career Service designations.
- b. Afford maximum utilization of personnel through assignments, to one of the Support components, of generalists who cannot profitably be assigned at a given time within the general administrative field, or who have demonstrated greater suitability for a specialty.
- c. Develop junior grade generalists through planned assignments in appropriate Support components or by progression into the senior general administrative positions.

As a means of accomplishing the above, the following actions will be taken:

- a. Consider all general support or administrative positions, GS-13 and above, at headquarters and in the field, as rotational positions which may be filled by members of any of the Support Career Services, and identify those members of such services who are considered qualified, or potential candidates, for general support duties (or a combination of specialties such as the Certifying/Administrative Officer in some stations).
- b. In all cases of completion of a tour of duty in rotational positions, as referred to in paragraph 2.a. above, the proposed new assignment will be referred to the Administration Career Board for its recommendation to the Deputy Director (Support). These cases will include persons belonging to the SA Service plus those persons drawn from the other Support Services. Normally such cases will result in the assignment of SA personnel to general administrative duties at Headquarters or overseas and the return to parent service of all others. However, all cases will be carefully reviewed in order to ensure full consideration of the special needs of each component or Career Service and to ensure profitable and expeditious assignment in cases where the parent component or Career Service cannot provide timely assignment. In the latter instance, except where there is intent to change the employee's long-term career direction, he will retain his appropriate Career Service designation regardless of the component or Career Service to which he is assigned for a definite or indefinite tour.

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c. Reincorporate in the Administration Career Service those qualified generalists now designated as "DA" in grades GS-11 and below. Considering the imbalance of field and headquarters positions in this category, it will be necessary, on occasions, to assign employees from these positions into regular positions of the specialist services.

The procedures to be followed are:

a. Identification and assignment of members of specialist services into general support positions will be by action of the Administration Career Service mechanism which will include, but which will not be limited to, nominations by the specialist services.

b. Reassignment of all employees from rotational assignments will be by action of the Administration Career Service mechanism in directing assignments either to another general support position or to one of the specialist career services for appropriate assignment by that service.

It is anticipated that the number of "specialists" going into general support positions and the number of "generalists" going into the specialist services will be small. However, a more formal method of selection than has existed in the past is considered essential to the continued improvement of all the Support Services.

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